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1 Dec 1970

Memo for: Chairman, Information Processing Bd
Subj: Comments on Report of Proj ASPIN

1. The ASPIN Report has helped focus attention on the more nagging problems of computer and ADP mgmt in the Agency. Some of the more important of these are addressed below...

2. Deficiencies that appear to need some urgent attention are:

There is no clear mechanism to assess the real need for an ADP project.

There is a tendency to attempt to solve line management problems by layering of staffs and coordinators.

Present systems of determining the costs of a proposed application are inadequate and ADP costs usually do not get to the attention of line mgmt the way other costs do.

Present methods of cost accounting for ADP projects are inadequate because they do not accurately reflect the ADP resources used.

Standards for professionalism in ADP personnel are ill-defined and are not uniformly applied in recruiting, performance evaluation, and career management.

There has been inadequate planning over the long haul for the acquisition and updating of ADP resources.

3. Working within the general framework of the conclusions of the ASPIN Report, I urge that attn be focused on the following:

IP Board: Strengthen the IP Board as a central point for recommendations on the need for ADP applications whose projected costs are above some pre-determined threshold.

Strengthen the IP Board as the central point for long-range planning for Agency ADP resources--men, money, and machines.

Reaffirm the coordinating and policy advisory functions of the Board, making it clear that these functions are not intended to usurp the functions of line management.

Costing: Generate and apply a good ADP costing model to existing and projected ADP applications.

Bring these costs to the attention of higher management by requiring that they personally review in advance the costs for projected applications and review each final quarter the costs of ongoing projects.

Centralization: Encourage a higher degree of centralization for major data processing applications.

Encourage a higher degree of centralization in ADP personnel management.

/s/

JOHN D. IAMS
Information Processing Coordinator
DD/S&T

CONCUR:
Carl E. Duckett
DD/S&T

4 December 1970.

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